

# Leadership Feedback – FAQ

## FAQ - To you as a manager receiving feedback

**What happens if the team gives a leader high scores, but the leader's leader think that the leader could be more effective?**

A leader's leader is always inclined to her/his own view. There are circumstances when that persons and a specific leaders' teams differ in the way they perceive how things are working. In those cases, that manager should treat this information as a valuable addition to the accessible insights and base future planning on both views.

**What shall I do with the results, shall I discuss them in open forum with my team?**

The process we suggest is this:

1. Go through the results yourself, identify what changes you think are the most important to do for the coming 3-6 months
2. Talk to your manager, present the results and your plan to get his or her input. Decide on the plan and also when the next feedback session should be done.
3. Present the plan to your team, including when the follow up will be done. Present what you will keep doing, do different, how the teams work will change and what you expect of them.

There is no need for you to present the actual result to the team. Those scores are for you. They are not secret, so you can show them. But focusing on the plan is a much more relevant and future looking discussion to have with the team.

**I don't understand the questions. Is this all I have to do in order to be an effective leader? What about my knowledge and expertise in my area?**

The model is focused on critical "common factors" for all leadership roles and are designed to help managers understand their leadership behaviors along two domains, how they lead and what they focus available resources on. The driving-enabling balance describes the way the group are motivated and lead, the strategic-operative balance how the group is working and focusing. For any leader to be effective in any kind of team, he or she needs to create a culture that allows:

- development and market focus (strategic leadership)
- internal agreement and process discipline (operative leadership)
- a clear direction and a "how" (driving leadership)
- involvement and empowerment (enabling leadership)

Your knowledge and expertise are critical factors that you should use in your everyday life. But if you don't use it the right way as a leader, your team will not benefit from it. This product, and the questions used, will help you get insights into how you, from your leadership position, can lead the team as effectively as possible.

#### **What will HR do with the data?**

The individual feedback for leader/person being reviewed is shared with the line manager of the person reviewed, their line manager and so on up to the top of the organizational hierarchy. The individual feedback is also shared with the responsible "HR owner". The reason HR gets access to the data is to provide group- or company-wide results that enable them to review trends and perform audits for performance insight or training needs purposes.

#### **My colleague gets higher score than me, although I'm more experienced as a leader, this cannot be right?**

Experience is something really good and valuable, since it gives you the benefit of having tried, failed and succeeded before. But longer experience does not equal leadership effectiveness. As said, it's a continuous process depending on a number of factors, and your score on leadership feedback is the result of the last months of work from you and your team. Even if it could feel frustrating never to be able to stop focusing on leadership the good news about this is that things can always get a bit better and change is always possible! That's quite fun!

#### **I want to see what a specific team member thinks of me, is this possible?**

No this is not possible, unless there is only one person giving you feedback. Everyone in your team gets the chance to give his or her feedback, and you can track who has completed the feedback. But the results will be presented on group level.

#### **What happens with my result, will it lead to any action plans?**

This is up to you and your manager. When looking in the development dashboard, you are presented with deeper insights into what your results really mean. In that dashboard, you can also view development programs for the competencies with lower scores than 80. You are free to use those development programs since they are designed to help you address the gaps your feedback is pointing out in an effective way.

#### **What actions can I take to speed up my change in behavior? I want to reach a 100?**

You are given actionable feedback from the team, the best way you can do is to listen to that and then try to figure out what makes most change to change. But do not try to change everything at once, please try to identify maximum two areas that you are working on. Also, the scores (and effective leadership) is not a static process. Just because you would reach 100 wouldn't mean that the job is done, it's a dynamic and

continuous process. Therefore, it makes sense not to introduce too much change at the same time and try to add a bit of patience to this process. Over the course of a year you will end up with a higher performing team if you have been able to continuously adapting and changing the way you lead to match the needs of the team, compared to intensively introducing massive changes in a shorter time period.

**Is it really possible to get a 100? (like one of my clients said: “if I’m scoring 100, then I’m certainly doing something wrong”, based on the fact that he is driving change and change is always disruptive).**

Yes, it is possible to score 100 even if it is quite unlikely that all team members feels that you are doing all the right things the right way. Obviously, as stated in this question, more unstable times will probably create a situation where your scores become lower. This would be a signal that the teams need in this situation isn’t met and that they can’t fully focus on their job. Therefore, they are not as effective as they could be if these needs would be met, which in turns means you need to act differently as their leader to help them handle the challenges and work more efficiently.

Remember, effective leadership is about creating and maintaining a high performing team. As a leader, you can by definition not be effective in your leadership role if the team is not high performing. In that respect is a single score not as relevant as the trend of scores over time.

### **What is a good score?**

The scores themselves does not really mean anything, they are always contextual. That is why you can see your organizations max, minimum and average scores.

What can be said is that the closer to 100, the more your team feels that you are doing the right things in the right way. At the moment. Remember that a team’s needs change over time and that there are no “right leadership” that will always work in all teams all the time. Your leadership needs to change and evolve together with the team to be effective and functional. One single score will never tell the full story, but it will tell you what you are doing that helps the team, and what you need to de more or less of to help the team develop.

We would rather think that a “good trend” is much more valuable than one single good score. But for a single review, scores over 80 will be treated as “strengths” by the system - so that is one way of answering this question. That does not mean, however, that you can’t change anything in relation to that specific competency. But it means (in most

cases) that there are probably more to gain for you, your team and your organization by a change in another area.

### **What is in it for me?**

It helps you realise your maximal potential and know what you can do differently to be more functional/effective in your current leadership role. It helps you to see what is working and what challenges still remains to be solved to develop an effective unit. There is a broad consensus about feedback being a crucial component in professional development. Giving feedback is however a difficult task. This is a way for you to discover what impact you can have on the team when you change your leadership style. Leadership feedback helps your team, yourself, and your leaders structuring the feedback process, connect it to performance and making the opportunity as valuable as possible.